ESC Service Charter Scorecard

November 29, 2015 – December 26, 2015

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Service Delivery Overview
November 29, 2015 – December 26, 2015

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Executive Summary

Total # Agencies Served: 80

Total # Employees Served: 53,175

Total calls received: 5,614

Average Call Wait Time: 01:15

Total email requests received: 713

Total FAX requests received: 177

Number of Transactions processed by ESC: 6,860

Total outbound contacts: 1,569

Total tickets opened: 5,128

Total tickets closed within 3 days: 4,997

Total tickets remain open beyond 3 days: 131

% tickets remain open beyond 3 days: 2.55%

% of Employees served by the ESC: 12.90%

Staffing

Area	Staffing as of 12/26/2015	Staffing as of 11/28/2015
Customer Service/Intake	5	5
Customer Service/Research	3	3
Processing & Outreach	8	8
Analyst	1	1
Supervisor	3	3
Senior Staff	4	4
Total	24	24

Activities

o The Extended Illness Leave Bank (EILB) program open enrollment began December 22, 2015.

o EILB Challenges causing higher contact volume and longer average call wait time: Browser compatibility issues, duplicate form submissions, incomplete data on forms (recommendation, supervisor data, etc…), errors around employees with multiple active records

Source: ESC Avaya CMS & Footprints Reports, data from 11/29/2015 – 12/26/2015.
*Note: "% of Employees served contacting ESC" does not account for repeat contacts (i.e., one employee calling multiple times).

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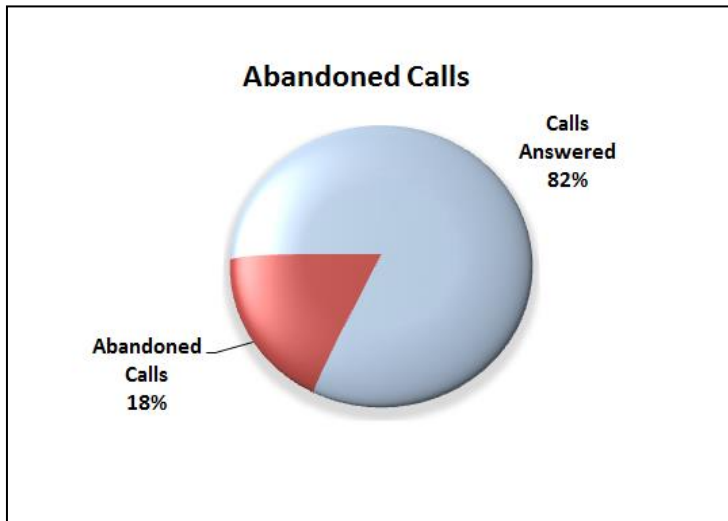# SLA Targets and Actual Performance

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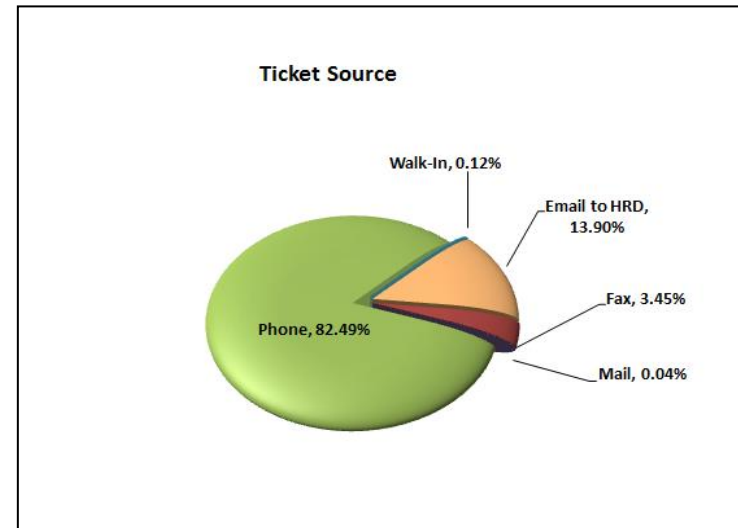| Metric	Target	Current Period Performance 11/29/15 – 12/26/15	Previous Period Performance 11/01/15 – 11/28/15	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	1:15 seconds	0:50 seconds	⬇️
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.48%	99.78%	⬇️
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	93.3% within 1 Day and 95.6 within 3 Days	89.9% within 1 Day and 96.7 within 3 Days	⬆️
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rate overall satisfaction good to excellent	94% rated good to excellent (1.541% response rate)	96% rated good to excellent (1.388% response rate)	⬇️
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time - 1st & 2nd notice • Approvers: Unapproved reported time - 1st & 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice • Failsafe outreach to Agy. HR/PY and signatories • Failsafe outreach to CTR and CHRO	95%	100%	100%	➡️
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%	100%	100%	➡️
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	➡️

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Inbound Call Data

SLA Metric	Target Level	Current Period 11/29/15 to 12/26/15	Previous Period 11/01/15 to 11/28/15	December 2014
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time	1:15 seconds	0:50 seconds	0:28 seconds

Abandoned Calls

Calls Answered 82%

Abandoned Calls 18%

Total = 5,614 calls

Ticket Source

Walk-In, 0.12%

Email to HRD, 13.90%

Fax, 3.45%

Phone, 82.49%

Mail, 0.04%

Total = 5,128 Tickets

Source: ESC Footprints & Avaya data from 11/29/2015 – 12/26/2015.
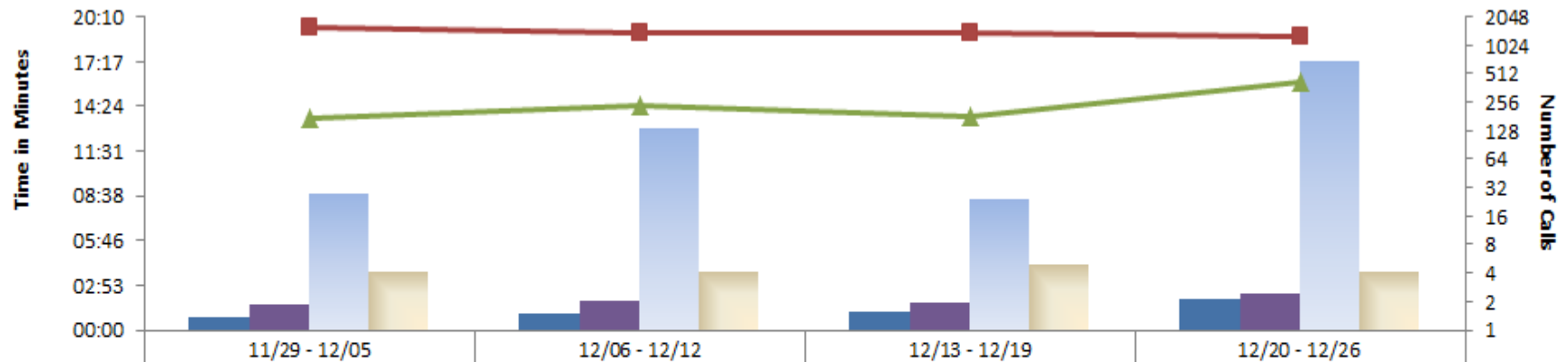*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

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Inbound Call Data

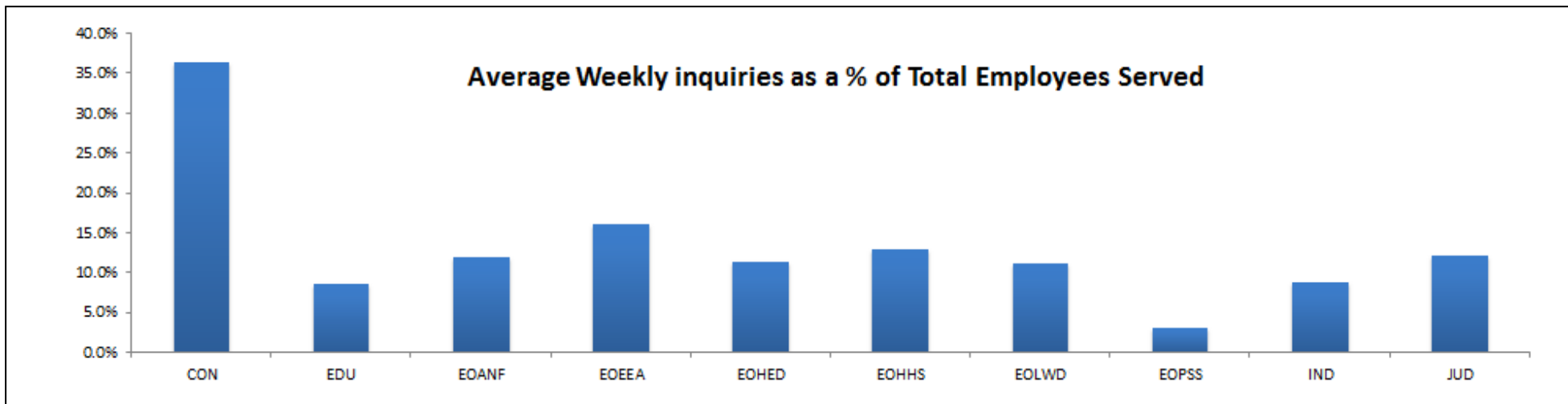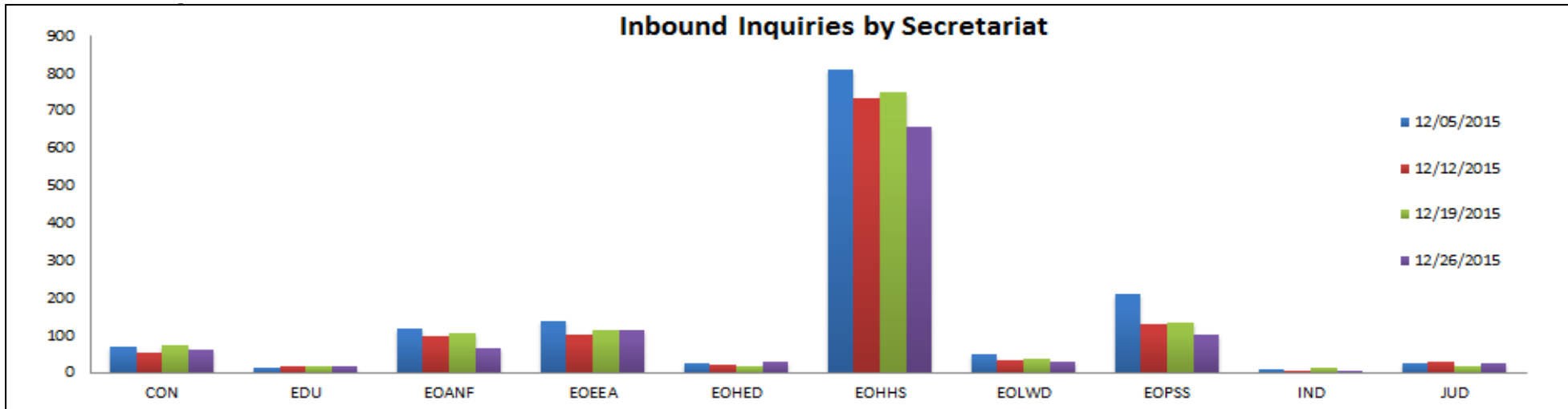## Wait Time, Call Volumes, & Abandonment Rates

	11/29 - 12/05	12/06 - 12/12	12/13 - 12/19	12/20 - 12/26
Wait Time	00:52	01:00	01:07	02:03
Average Call Abandon Time	01:38	01:51	01:47	02:18
Longest Wait Time	08:50	12:57	08:30	17:16
Average Call Time	03:44	03:48	04:11	03:46
Call Volume	1575	1403	1360	1276
Abandoned Calls	170	238	184	413

Source: ESC Avaya data from 11/29/2015 – 12/26/2015.

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Inbound Inquiries by Secretariat

- **EOHHS agencies represent the largest volume of inquiries to the ESC.**
- **CON, EOEEA, and EOHHS represent the highest volume as a percent of employees**

Inbound Inquiries by Secretariat

Legend: ■ 12/05/2015 ■ 12/12/2015 ■ 12/19/2015 ■ 12/26/2015

Categories: CON, EDU, EOANF, EOEEA, EOHED, EOHHS, EOLWD, EOPSS, IND, JUD

Average Weekly inquiries as a % of Total Employees Served

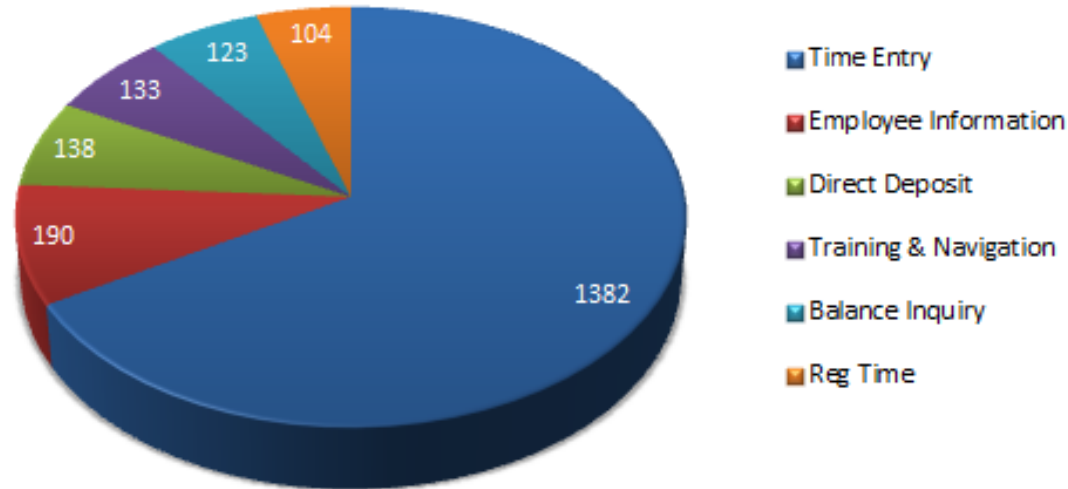Categories: CON, EDU, EOANF, EOEEA, EOHED, EOHHS, EOLWD, EOPSS, IND, JUD

Source: ESC Footprints data from 11/29/2015 – 12/26/2015.
. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

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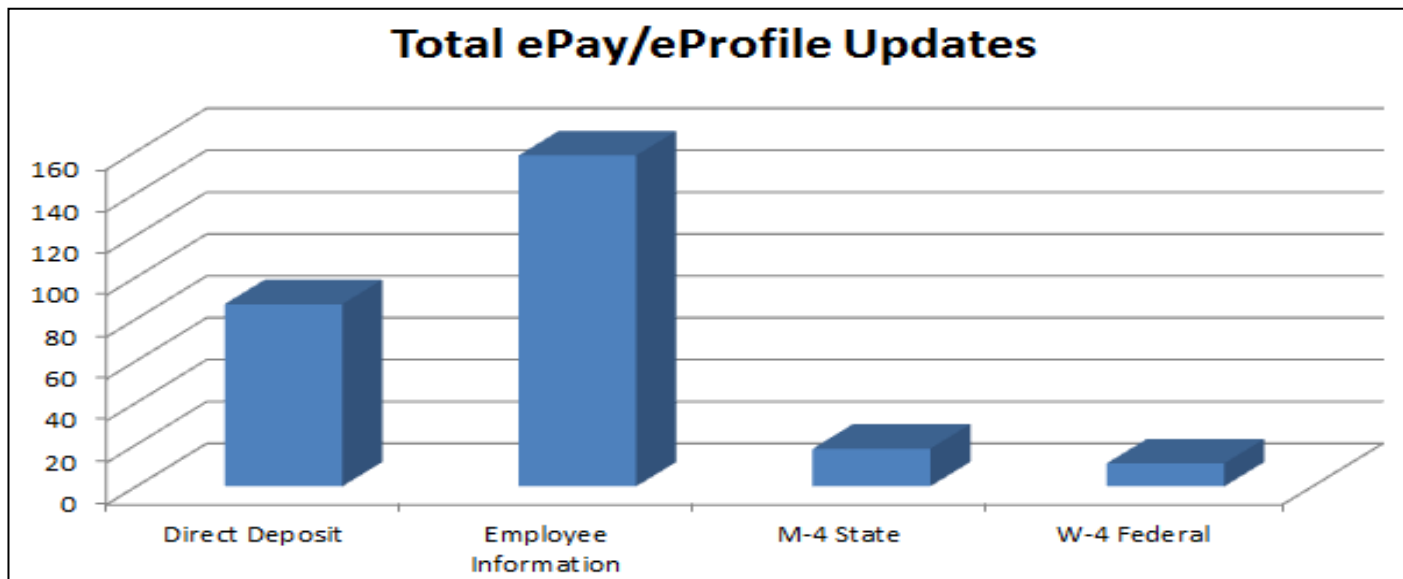
Type of Inquiries Received

Top Inquiry Classifications (Excluding Password Resets)

- Time Entry — 1382
- Employee Information — 190
- Direct Deposit — 138
- Training & Navigation — 133
- Balance Inquiry — 123
- Reg Time — 104

Source: ESC Footprints data from 11/29/2015 – 12/26/2015.
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ePay/eProfile Transactions

Total ePay/eProfile Inquiries

Total ePay/eProfile Updates
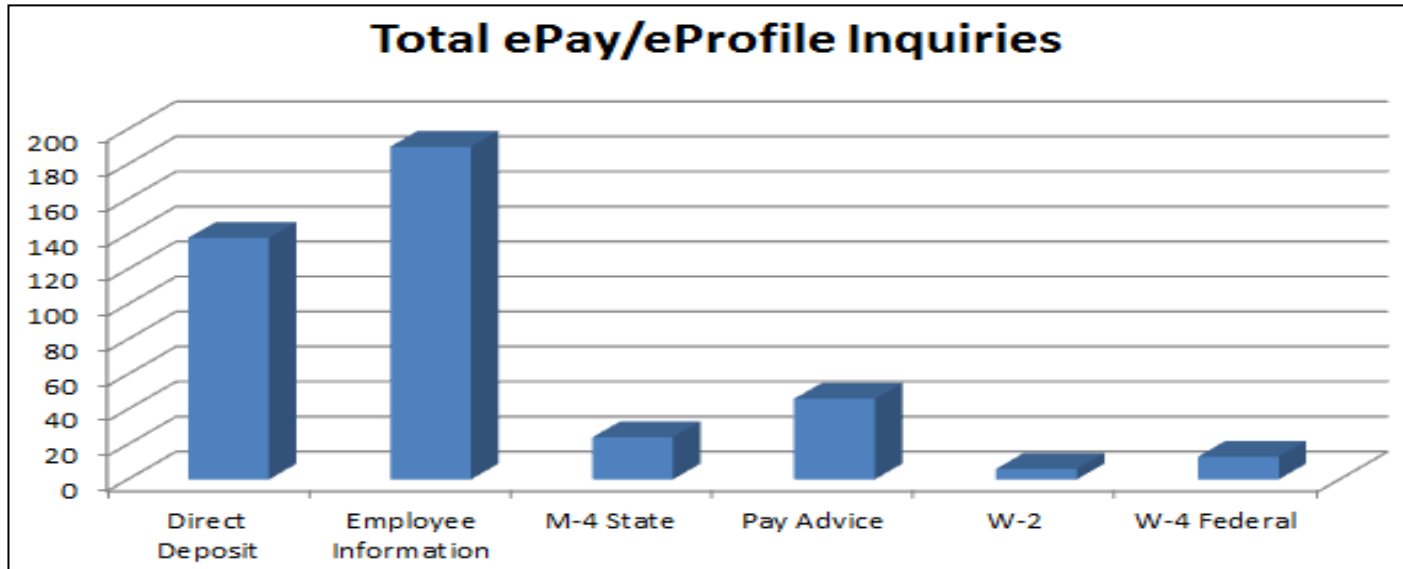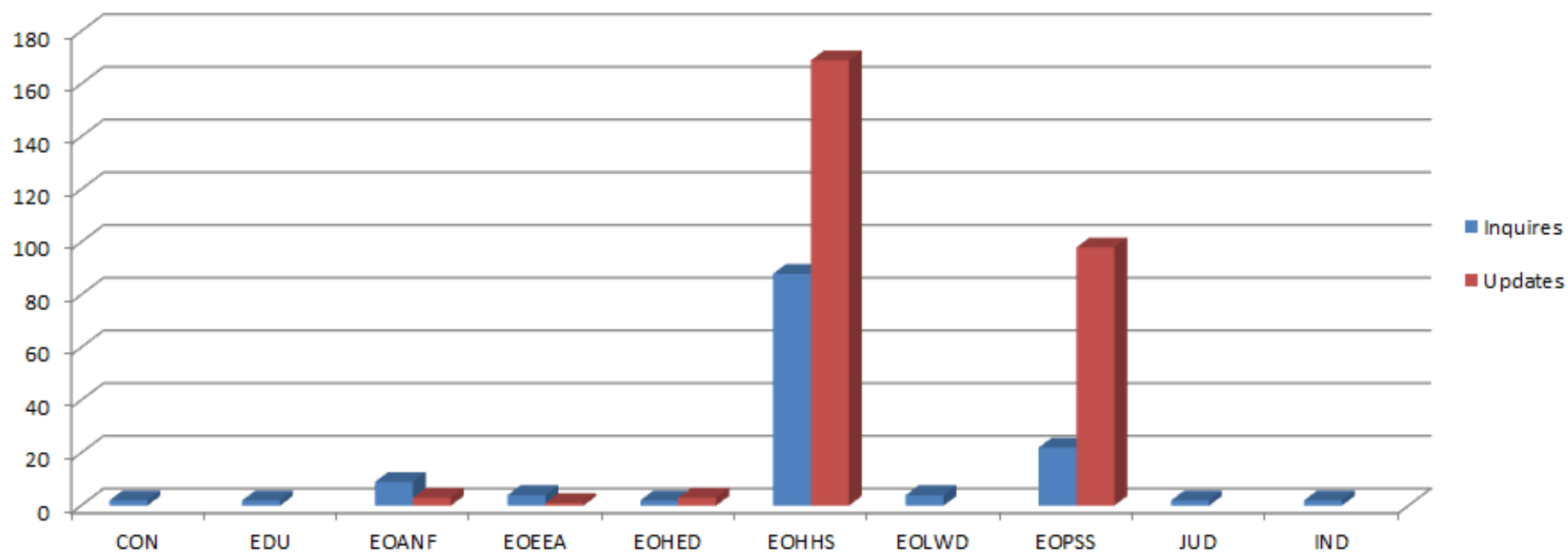
Source: ESC Footprints data from 11/29/2015 – 12/26/2015.

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ePay/eProfile Transactions by Secretariat

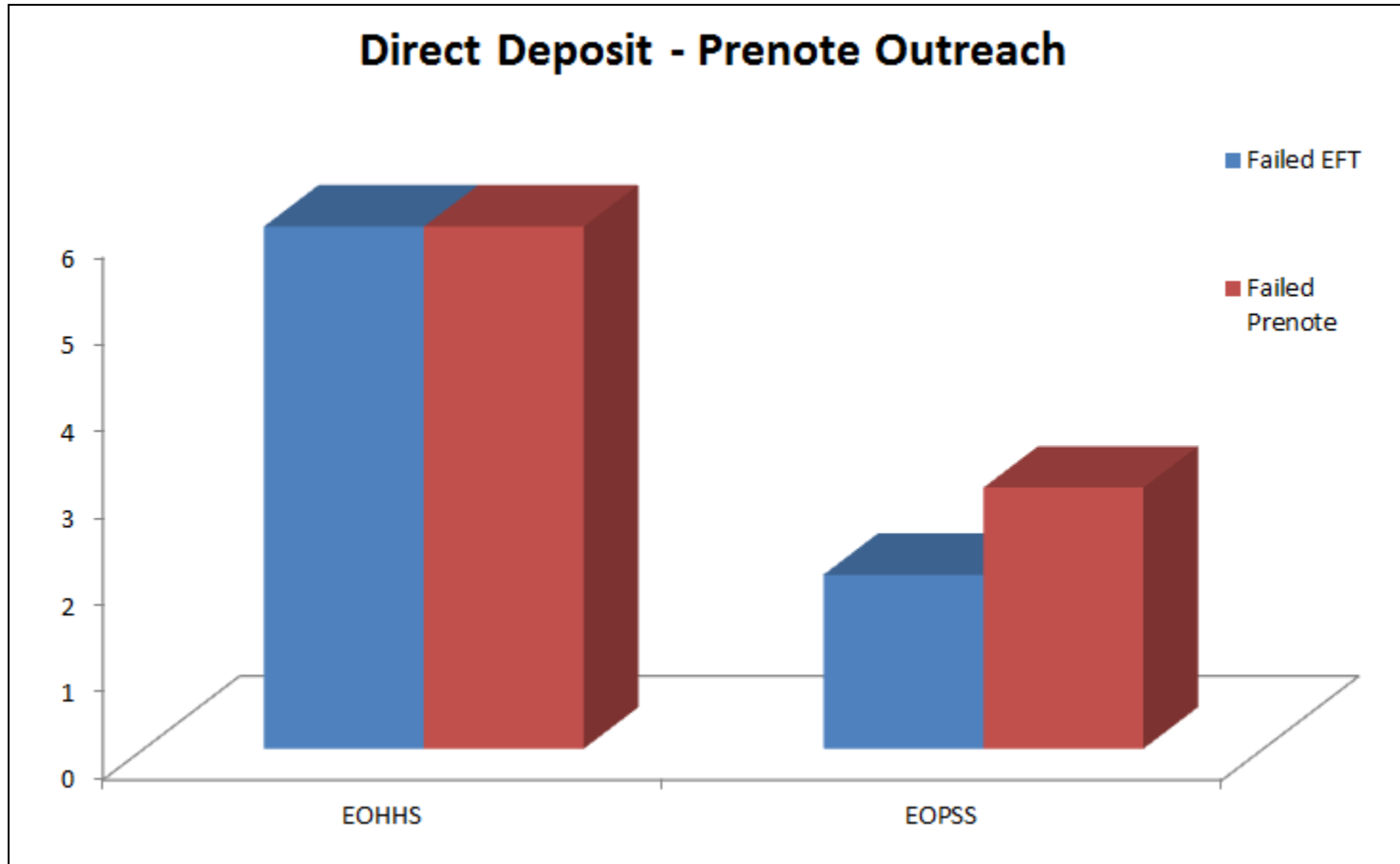ePay/eProfile Transactions by Secretariat

Source: ESC Footprints data from 11/29/2015 – 12/26/2015.

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Direct Deposit-Prenote Outreach

Source: ESC data from 11/29/2015 – 12/26/2015.
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Case Resolution Time

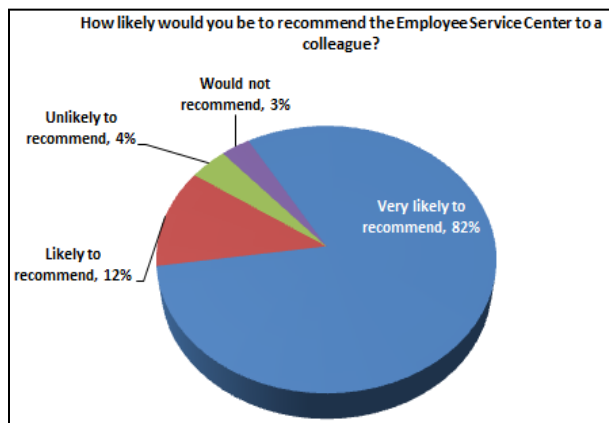| SLA Metric	Target	Current Period 11/29/2015 – 12/26/2015	Previous Period 11/01/2015 – 11/28/2015	Previous Year December 2014
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.48%	99.78%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	93.3% within 1 Day 95.6% within 3 Days	89.9% within 1 Day 96.7% within 3 Days	97.4% within 1 day 98.8% within 3 days

Source: ESC Footprints data from 11/29/2015 – 12/26/2015.

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Customer Satisfaction Survey Results

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SLA Metric	Target	Current Period 11/29/2015 – 12/26/2015	Previous Period 11/01/2015 – 11/28/2015	December 2014
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	94% rated good to excellent (1.541% response rate)	96% rated good to excellent (1.388% response rate)	97% rated good to excellent (1.9% response rate)

How would you rate the quality of service you received from the Employee Service Center?
- Excellent, 71%
- Very Good, 15%
- Good, 8%
- Fair, 3%
- Poor, 4%

How likely would you be to recommend the Employee Service Center to a colleague?
- Very likely to recommend, 82%
- Likely to recommend, 12%
- Unlikely to recommend, 4%
- Would not recommend, 3%
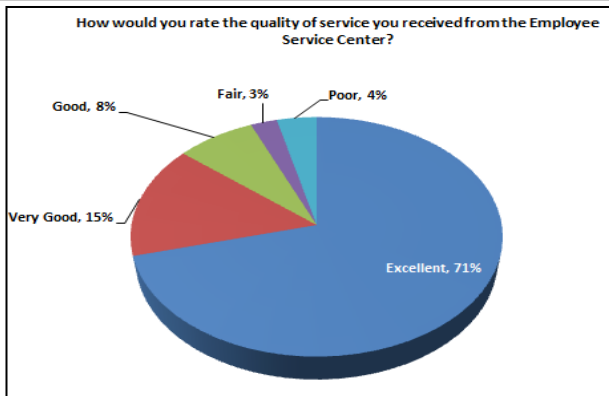
Selected Monthly Comments:

- Everything was great.. I was called and emailed...

- Service couldn't have been any better

- There is no better way to resolve the problem. I was fully satisfied with the way the problem was resolved.
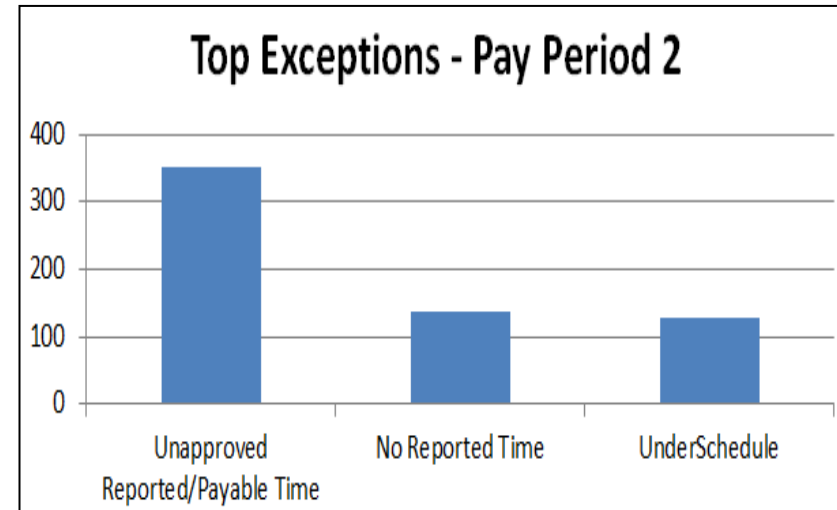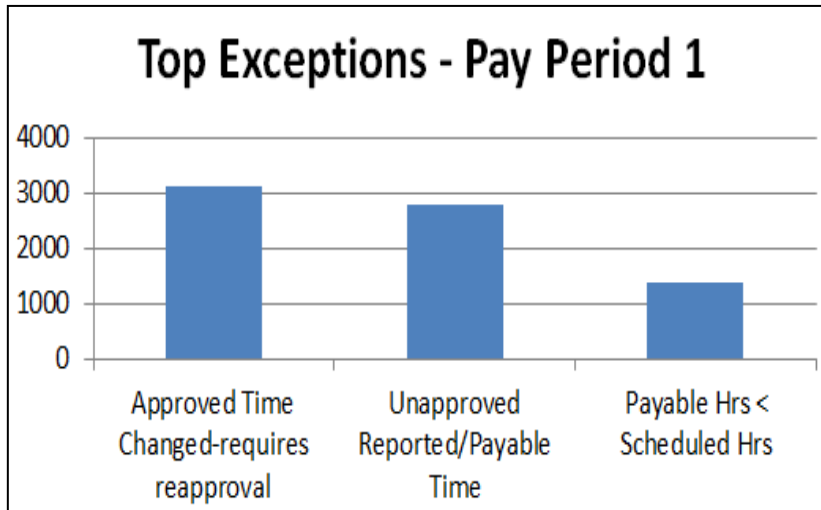
Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 11/29/2015 – 12/26/2015.

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Outbound Contact Percentages

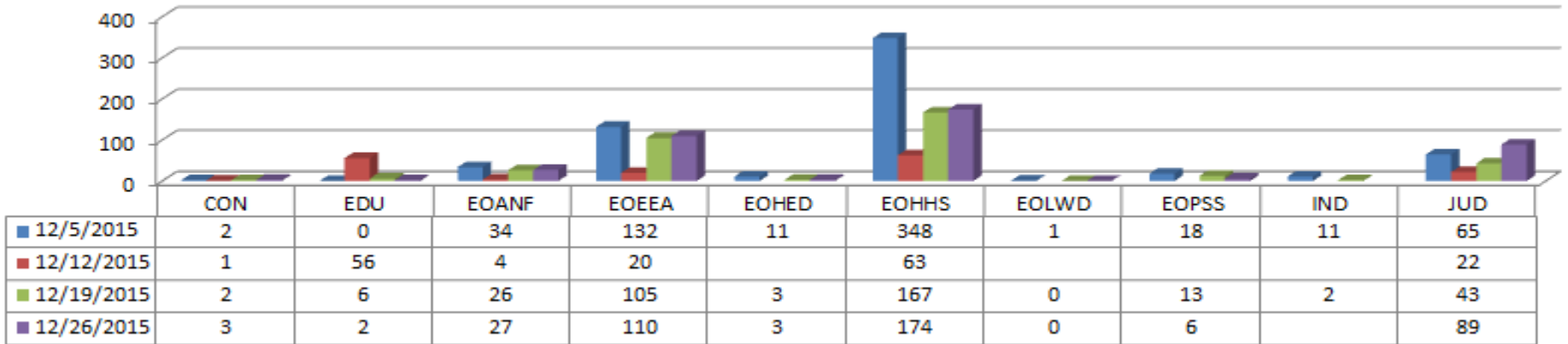| SLA Metric	Target	Current Period 11/29/2015 – 12/26/2015	Previous Period 11/01/2015 – 11/28/2015
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution:	98% 85% holiday/emergency leave weeks	64.28%	77.14%

Top Exceptions - Pay Period 1

Top Exceptions - Pay Period 2

Source: ESC data from 11/29/2015 – 12/26/2015.
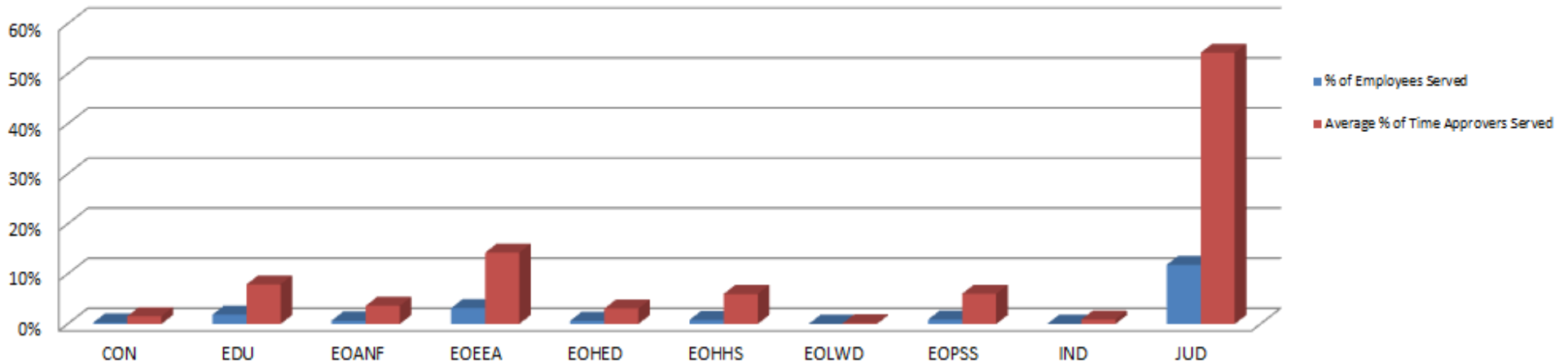.

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Outbound Exception Management Calls

Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies continue to represent the largest volume of outbound calls from the ESC.

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
12/5/2015	2	0	34	132	11	348	1	18	11	65
12/12/2015	1	56	4	20		63				22
12/19/2015	2	6	26	105	3	167	0	13	2	43
12/26/2015	3	2	27	110	3	174	0	6		89

Average weekly calls as a % of Employees Served

Legend:
- % of Employees Served
- Average % of Time Approvers Served

Source: : ESC Exception Management System data from 11/29/2015 – 12/26/2015.
Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

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Position Management

Total number of eForms processed by ESC: 146

Average eForm Turnaround Time (Days)

eForms Processed by Type per Secretariat
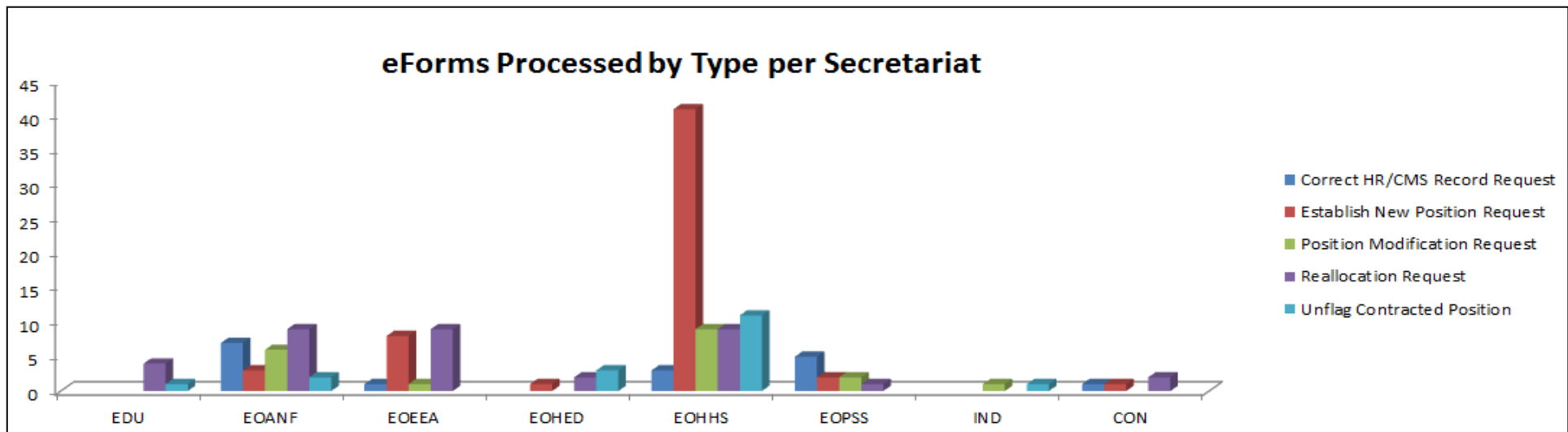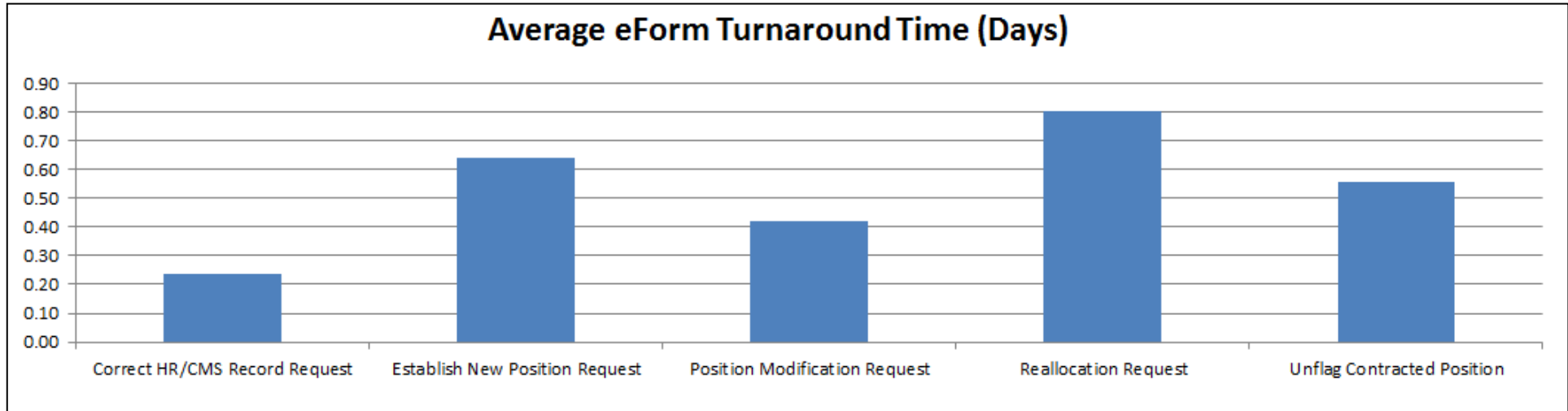
**The EOHHS Position Modification Requests were due to Position Job Code Changes

Unflag Contract Position Requests are dependent on ANF Platform Approval

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MassCareers Top Classifications

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	EOANF	EOEEA	EOHHS	EOLWD	EOPSS	IND
Password Reset	18	21	48	0	0	3
Requisition Inquiries	27	13	21	0	1	0
Security & Data Setup	8	11	25	0	0	0
Configuration Changes	7	5	8	0	0	0
Employee Career Section Navigation and Training	2	1	8	1	0	0
Grand Total	62	51	110	1	1	3

Source: ESC Footprints data from 11/29/2015 – 12/26/2015.

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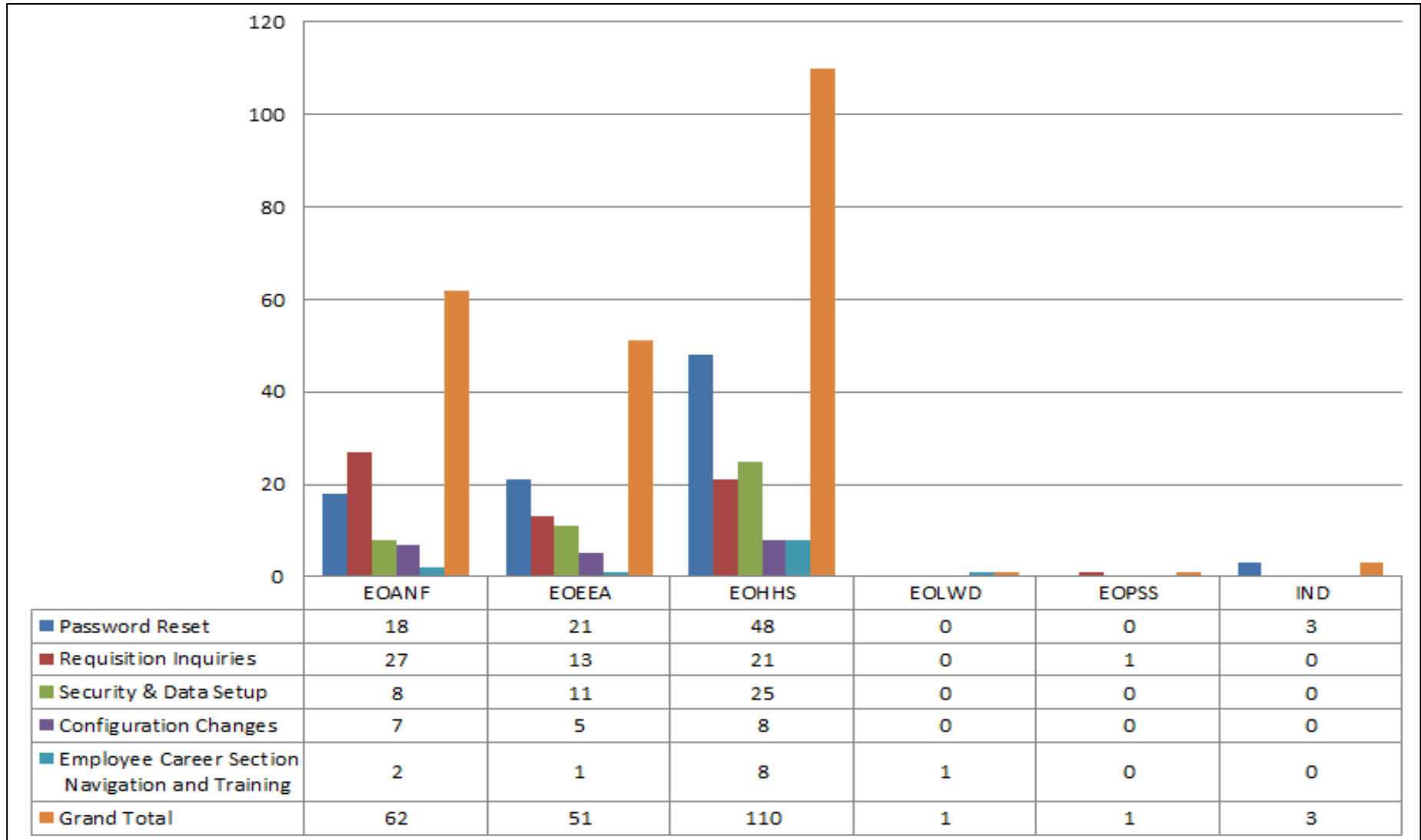
Review Schedule
Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
2/22/2015	4/4/2015	4/22/2015
4/5/2015	5/2/2015	5/20/2015
5/3/2015	5/30/2015	6/17/2015
5/31/2015	7/11/2015	7/29/2015
7/12/2015	8/8/2015	8/26/2015
8/9/2015	9/5/2015	9/23/2015
9/6/2015	10/3/2015	10/21/2015
10/4/2015	10/31/2015	11/18/2015
11/1/2015	11/28/2015	12/26/2015
11/29/2015	12/26/2015	1/13/2016
12/27/2015	1/23/2016	2/10/2016
1/24/2016	3/5/2016	3/23/2016

*Note: "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.

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Appendix:
Agencies Served

| Agencies Served	Employees	Agenceis Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	17	DOI-Division Of Insurance	141	MCB-Mass Commission For The Blind	160
AGR-Department Of Agricultural Resources	98	DOR-Department of Revenue	1601	MCD-Commission For The Deaf And Hard of Hearing	50
ALA-Administrative Law Appeals Division	35	DOS-Division Of Standards	19	MGC-Massachusetts Gaming Commission	73
ANF-Eo Administration & Finance	290	DPH-Department Of Public Health	3013	MIL-Massachusetts National Guard	9510
APC-Appeals Court	115	DPS-Department Of Public Safety	169	MMP-Massachusetts Marketing Partnership	15
ART-Mass Cultural Council	32	DPU-Department Of Public Utilities	154	MRC-Mass Rehabilitation Commission	960
ATB-Appellate Tax Board	20	DSS-Department Of Children And Families	3646	OCD-Dept Of Housing And Community	280
BLC-Board of Library Comissioners	24	DYS-Department Of Youth Services	859	OHA-Massachusetts Office On Disability	15
BSB-Bureau Of State Buildings	14	EDU-Executive Office Of Education	87	ORI-Office For Refugees And Immigrants	21
CAD-Commission Against Discrimination	70	EEC-Department Of Early Education	199	OSC-Office Of The Comptroller	133
CDA-Massachusetts Emergency Management Agency	97	EED-Executive Office Of Housing & Economic Development	59	OSD-Division Of Operational Services	105
CHE-Soldiers' Home In Massachusetts	340	EHS-Executive Office of Health and Human Services	1581	PAR-Parole Board	179
CHS-Department of Criminal Justice Information Systems	42	ELD-Department Of Elder Affairs	56	POL-State Police	2635
CJT-Criminal Justice Training Council	507	ENE-Department Of Energy Resources	56	REG-Division Of Professional Licensure	114
CME-Chief Medical Examiner	90	ENV-Executive Office Of Energy and Environmental Affairs	291	RGT-Department Of Higher Education	67
CPC-Committee for Public Counsel Services	736	EOL-Executive Office Of Workforce Development	1388	SCA-Office Of Consumer Affairs And Business Regulations	27
CSC-Civil Service Commission	11	EPS-Executive Office Of Public Safety and Security	195	SDA-Sheriffs Department Association	3
CSW-Commission On Status Of Women	2	EQE-Department Of Environmental Protection	695	SEA-Department Of Business And Technology	13
DAC-Disabled Persons Protection Commission	32	FWE-Department Of Fish And Game	313	SOR-Sex Offender Registry	45
DCP-Capital Asset Management And Maintenance	430	GIC-Group Insurance Commission	59	SRB-State Reclamation Board	153
DCR-Department Conservation And Recreation	1140	HCF-Health Care Finance & Policy	167	TAC-Department Of Telecommunications	23
DFS-Department Of Fire Services	651	HLY-Soldiers' Home In Holyoke	371	TRB-Teachers Retirement Board	95
DMH-Department of Mental Health	3478	HPC-Health Policy Commission	67	TRE-Office Of The State Treasurer	229
DMR-Health and Human Services	6616	HRD-Human Resources Division	147	VET-Department Of Veterans Service	69
DOB-Division Of Banks	172	ITD-Information Techology Division	335	VWA-Victim And Witness Assistance	17
DOC-Department of Corrections	5035	LIB-George Fingold Library	12	WEL-Department Of Transitional Assistance	1506
DOE-Department Of Elementary & Secondary Education	498	LOT-Lottery And Gaming Commission	406	Grand Total:	53175

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Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

CAD – Commission Against Discrimination	CJT – Criminal Justice Training Council
CSC – Civil Service Commission	CSW – Commission On Status Of Women
DAC – Disabled Persons Protection Commission	LIB - George Fingold Library
OHA - Massachusetts Office On Disability	

Tickets Forwarded to Agency HR/ Payroll
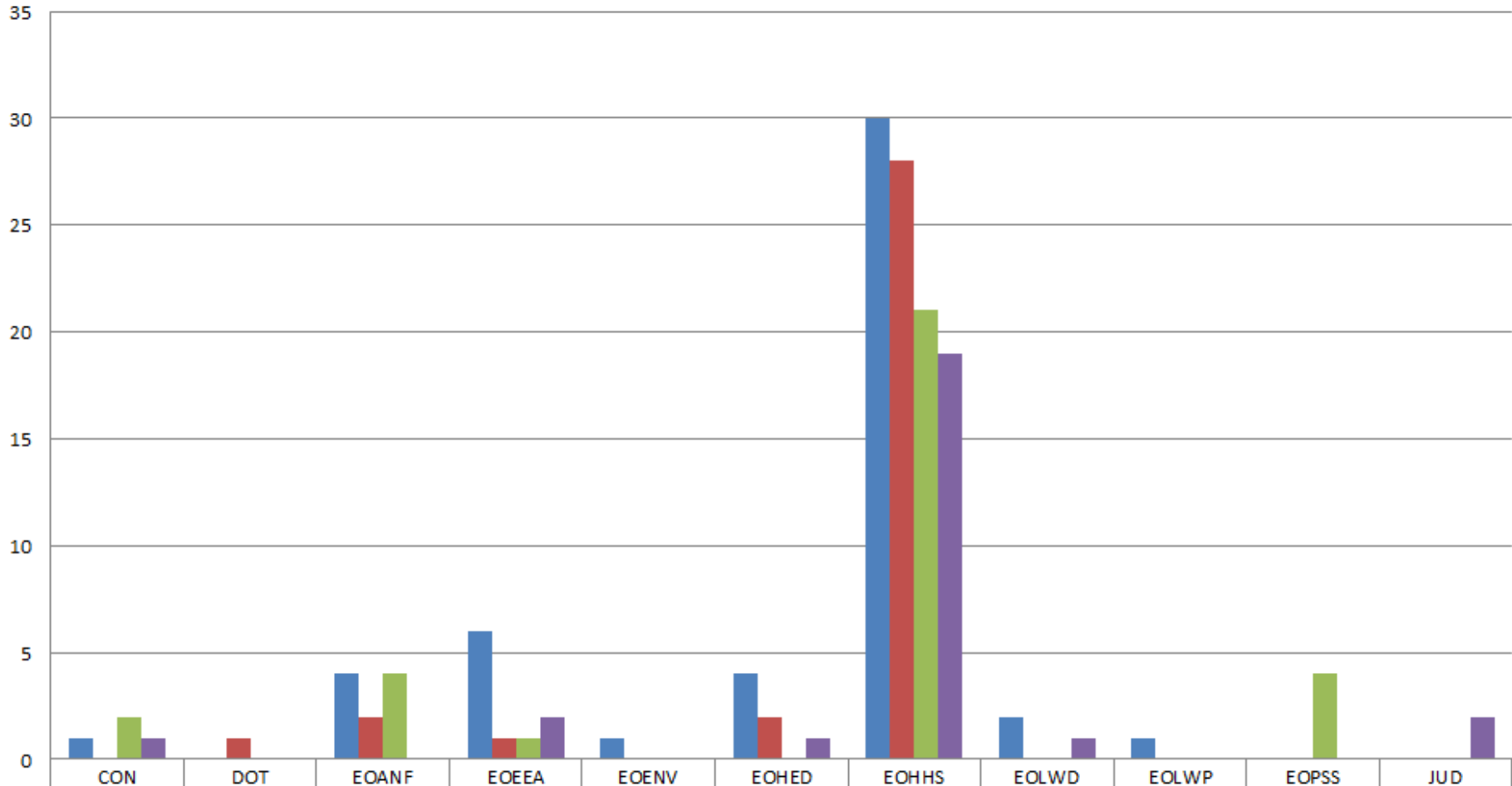
	CON	DOT	EOANF	EOEEA	EOENV	EOHED	EOHHS	EOLWD	EOLWP	EOPSS	JUD
■ 12/5/2015	1		4	6	1	4	30	2	1		
■ 12/12/2015		1	2	1		2	28				
■ 12/19/2015	2		4	1			21			4	
■ 12/26/2015	1			2		1	19	1			2
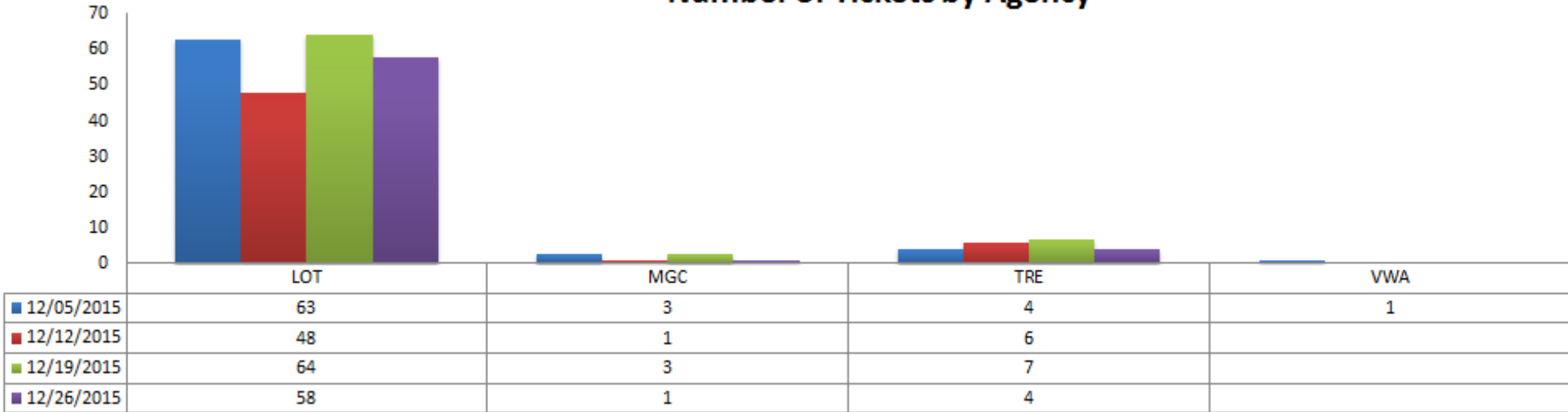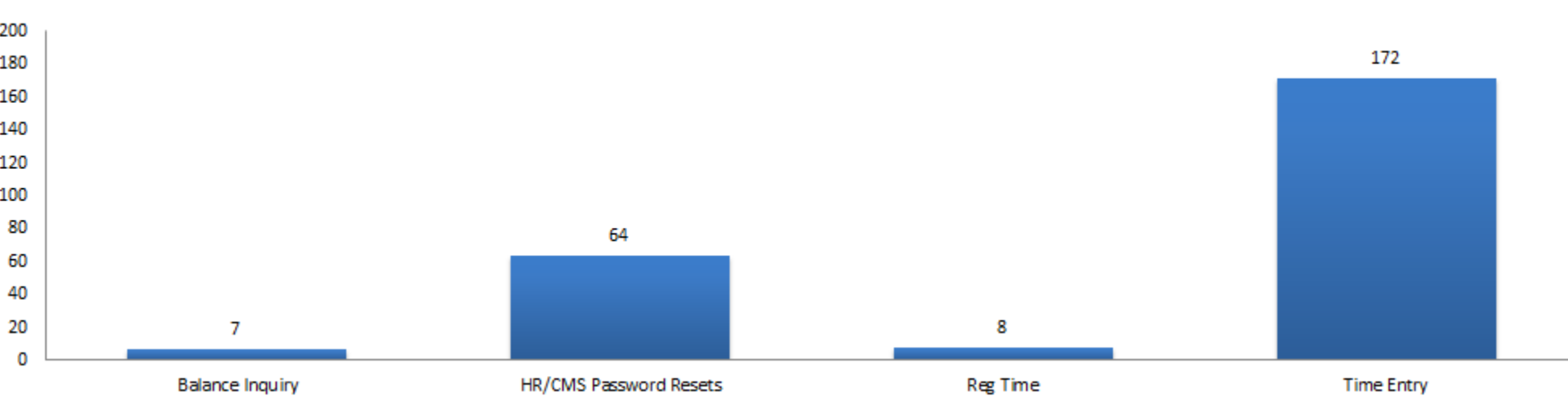
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CON Agencies

Number of Tickets by Agency

	LOT	MGC	TRE	VWA
12/05/2015	63	3	4	1
12/12/2015	48	1	6	
12/19/2015	64	3	7	
12/26/2015	58	1	4	

Inquiry Classifications

Balance Inquiry	HR/CMS Password Resets	Reg Time	Time Entry
7	64	8	172

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EDU Secretariat Agencies

Number of Tickets by Agency

	DOE	EDU	EEC	RGT
12/05/2015	8	3	2	2
12/12/2015	10	1	4	5
12/19/2015	13	2	3	2
12/26/2015	12	4	1	1

Inquiry Classifications

HR/CMS Password Resets	Reg Time	Reports To	Time Entry	Time Off	Training & Navigation	EILB Training & Navigation
52	2	3	3	2	2	2

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EOANF Secretariat Agencies

Number of Tickets by Agency

	ADD	ALA	ANF	ATB	BSB	DCP	DOR	GIC	HPC	HRD	ITD	OSD	TRB
12/05/2015		4	5	1	6	50	30	1		9	4	6	2
12/12/2015		2	1	2	2	50	21	1	1	7	4	6	1
12/19/2015	1	2	5			35	44	4	1	5	7	2	1
12/26/2015			1		1	29	24	3		4	2	4	

Inquiry Classifications

HR/CMS Password Resets	Password Reset	Requisition Inquiries	Time Entry
160	18	27	83

EOEEA Secretariat Agencies

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Number of Tickets by Agency

	AGR	DCR	DPU	ENE	ENV	EQE	FWE	SRB
12/05/2015	6	79	7	2	15	16	10	4
12/12/2015	5	61	6		9	6	13	1
12/19/2015	3	74	9	1	9	16	1	1
12/26/2015	3	70	5	1	9	19	5	2

Inquiry Classifications

Balance Inquiry	HR/CMS Password Resets	Password Reset	Requisition Inquiries	Time Entry
13	161	21	13	168

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EOHED Secretariat Agencies

Number of Tickets by Agency

	DOB	DOI	DOS	EED	MMP	OCD	REG	SCA	SEA	TAC
12/05/2015	4	6	1	3	1	8	5			
12/12/2015	5	4	2			6	5			
12/19/2015	3	4	2	2	1	4	2		1	
12/26/2015	6	2	1	1		9	3	3	2	2

Inquiry Classifications

- Balance Inquiry: 4
- HR/CMS Password Resets: 56
- Time Entry: 13
- Training & Navigation: 5

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EOHHS Secretariat Agencies

Number of Tickets by Agency

	CHE	DMH	DMR	DPH	DSS	DYS	EHS	ELD	HLY	MCB	MCD	MRC	ORI	VET	WEL
12/05/2015	7	248	93	100	119	48	72	2	6	10	2	35		4	64
12/12/2015	10	236	93	106	101	31	51	1	8	23	1	17	1	2	53
12/19/2015	12	262	95	86	95	30	61	3	14	12	1	19		1	58
12/26/2015	6	250	63	98	74	14	59	2	8	9	2	22		2	50

Inquiry Classifications

Classification	Count
Employee Information	121
HR/CMS Password Resets	1235
Time Entry	827
Training & Navigation	75

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EOLWD Secretariat

Number of Tickets by Agency

	EOL
■ 12/05/2015	50
■ 12/12/2015	33
■ 12/19/2015	39
■ 12/26/2015	32

Inquiry Classifications

Balance Inquiry	HR/CMS Password Resets	Reg Time	Time Entry	Training & Navigation
6	96	5	13	5

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EOPSS Secretariat Agencies

Number of Tickets by Agency

	CDA	CHS	CME	DFS	DOC	DPS	EPS	MIL	PAR	POL	SOR
12/05/2015	2	1	3	16	112		3	39	5	27	3
12/12/2015	2		1	15	59	2	10	29	3	10	
12/19/2015			5	4	73	2	4	28	2	13	2
12/26/2015		2	4	7	44	2	6	25	4	6	1

Inquiry Classifications

- Direct Deposit: 47
- Employee Information: 62
- HR/CMS Password Resets: 311
- Time Entry: 91

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JUD Agencies

Number of Tickets by Agency

	APC	CPC
12/05/2015	1	25
12/12/2015	3	28
12/19/2015	3	16
12/26/2015	2	26

Inquiry Classifications

Balance Inquiry	Employee Information	HR/CMS Password Resets	Time Entry	Training & Navigation
2	2	85	8	2

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ART Tickets and Classification

Number of Tickets by Agency

	ART
■ 12/19/2015	3

There were no requests the weeks of 12/5, 12/12 and 12/26

Inquiry Classifications
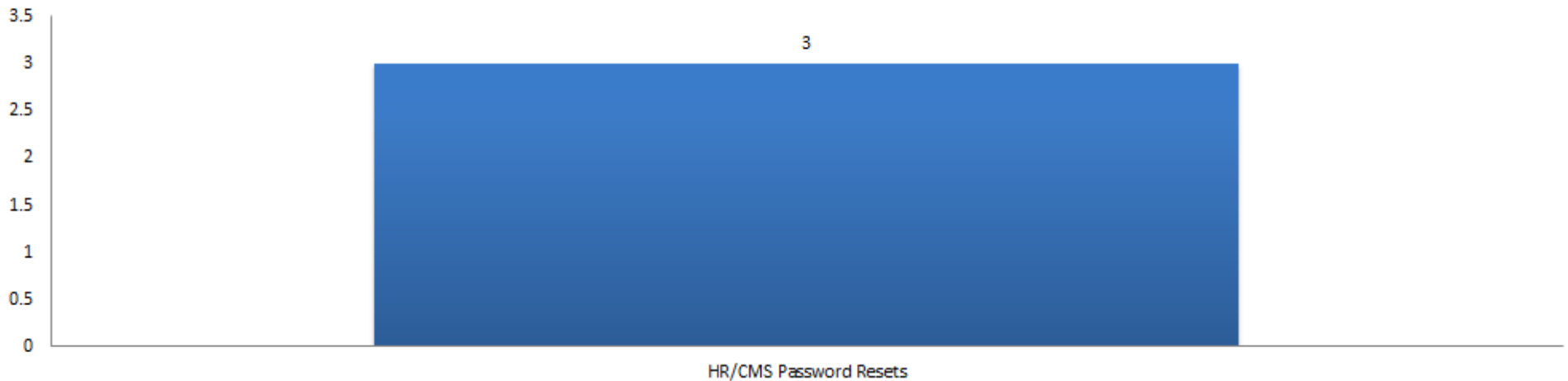
HR/CMS Password Resets — 3

BLC Tickets and Classification

Number of Tickets by Agency

	BLC
12/05/2015	3
12/12/2015	2
12/19/2015	4
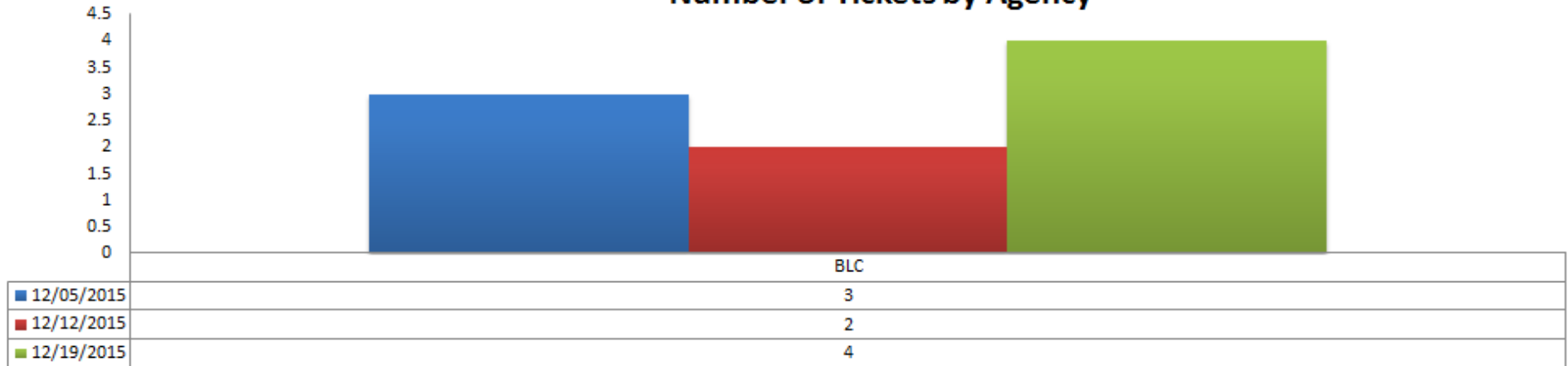
There were no requests the week of 12/26

Inquiry Classifications
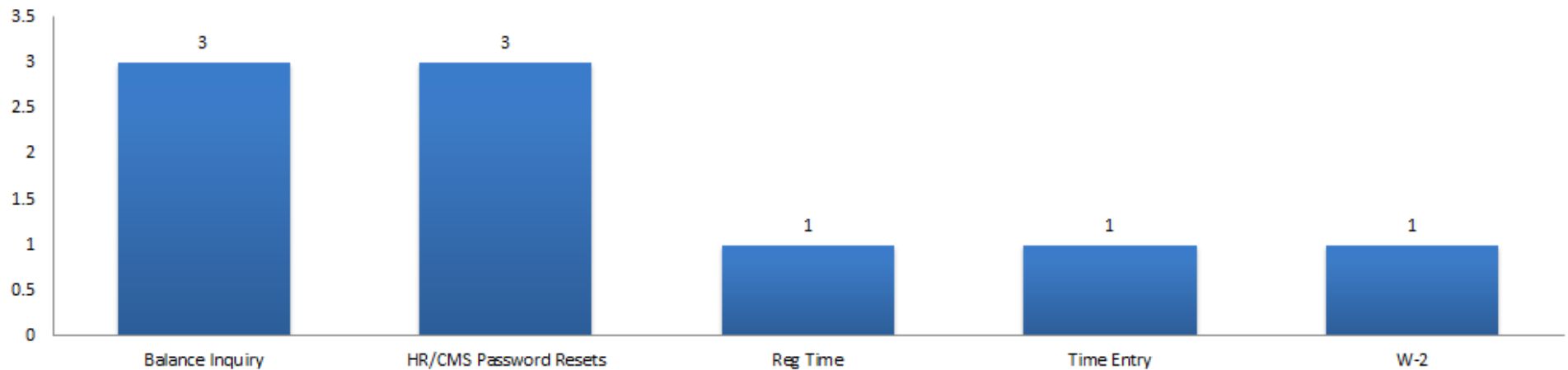
Balance Inquiry	HR/CMS Password Resets	Reg Time	Time Entry	W-2
3	3	1	1	1

The Commonwealth of Massachusetts

HCF Tickets and Classification

Number of Tickets by Agency

	HCF
12/05/2015	6
12/12/2015	5
12/19/2015	5
12/26/2015	2

Inquiry Classifications

- HR/CMS Password Resets: 13
- Password Reset: 3
- Tuition Remission Status Inquiry: 1
- EILB Status inquiry: 1

The Commonwealth of Massachusetts

OSC Tickets and Classification

Number of Tickets by Agency

	OSC
■ 12/05/2015	2
■ 12/19/2015	2
■ 12/26/2015	3
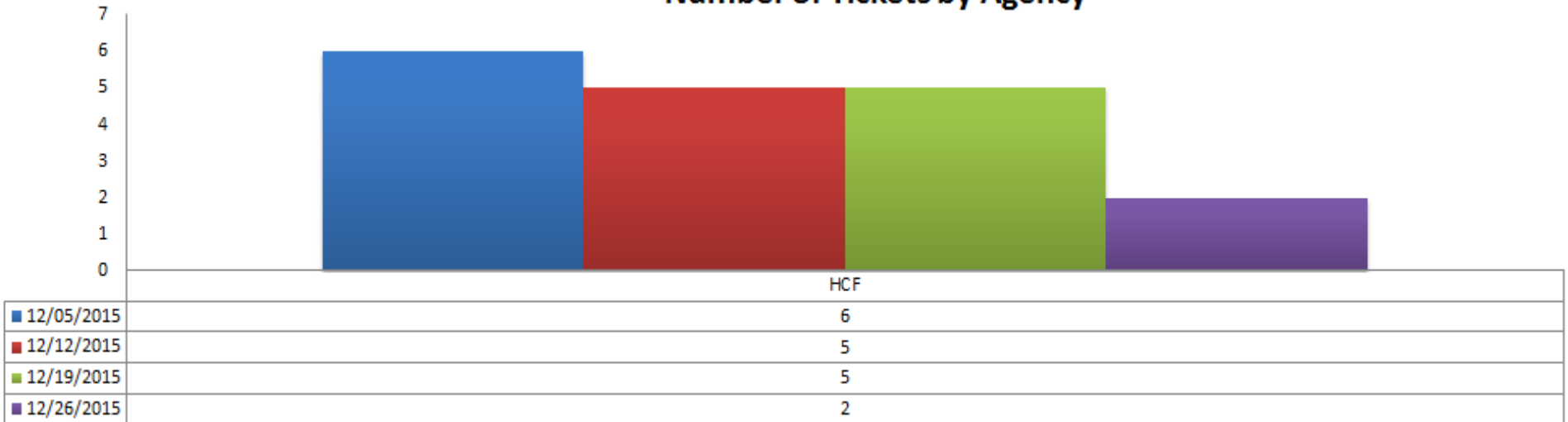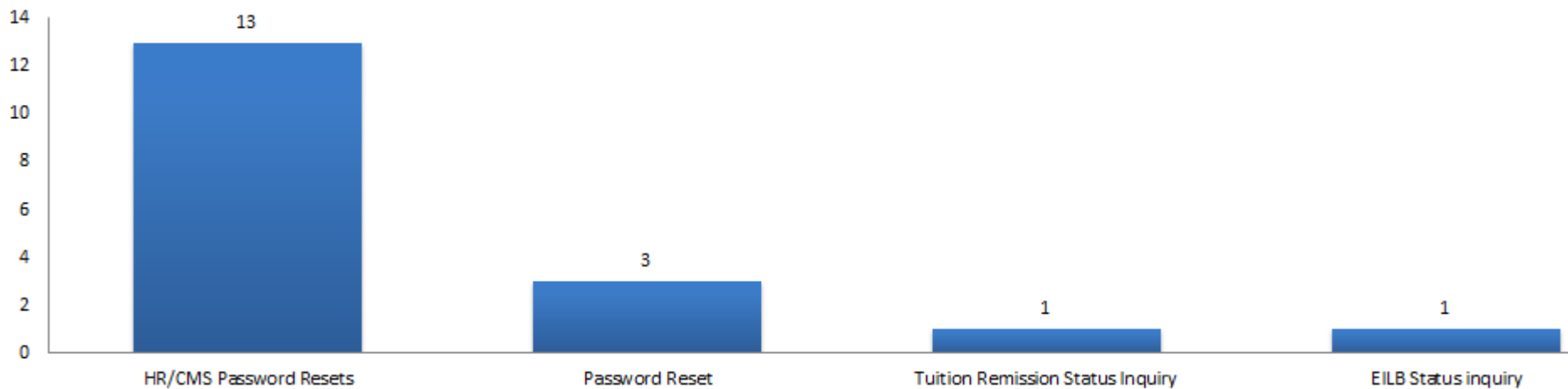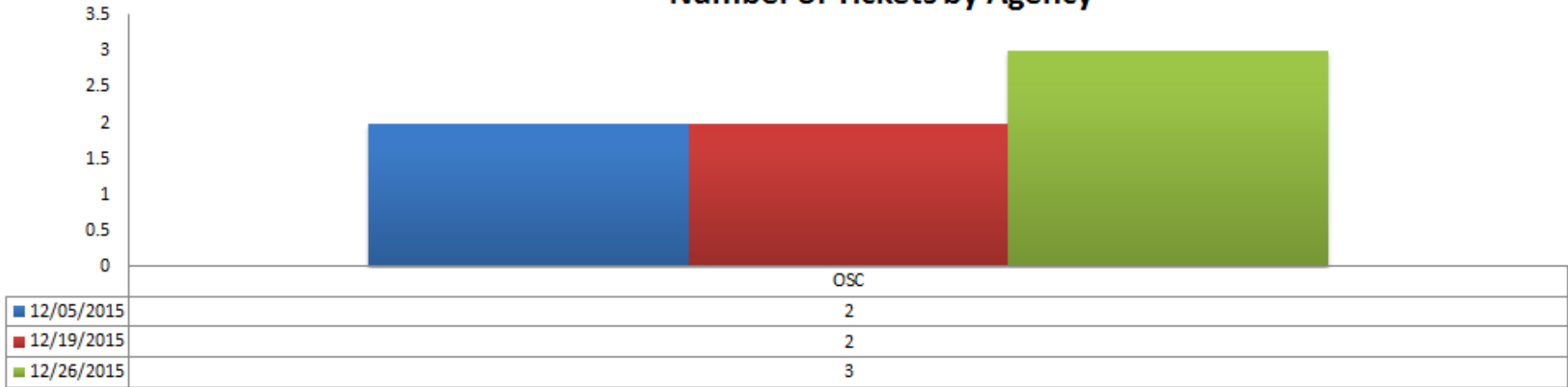
There were no requests the week of 12/12

Inquiry Classifications

HR/CMS Password Resets — 6
Pay Advice — 1

The Commonwealth of Massachusetts

SDA Tickets and Classification

Number of Tickets by Agency

	SDA
12/05/2015	1
12/12/2015	1
12/19/2015	1
12/26/2015	1

Inquiry Classifications

Deadlines/Notifications: 1
Time Entry: 3